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SUBSISTENCE MANAGEMENT AT THE CORPS SUPPORT COMMAND MATERIEL MA--ETC(U)  
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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) This paper is an overview of the subsistence support system in the Corps Support Command (COSCOM) as is planned for wartime implementation under current doctrine. Written for the uninitiated Class I manager in the COSCOM Materiel Management Center, this document provides not only the system but how the system can be managed to obtain Class I supplies during a major conflict. This document also emphasizes the need for teaching the procedures discussed, →		

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since under peacetime conditions they are seldom exercised. In peacetime our commissaries normally provide for our day to day needs. An artificial means should be created to teach and exercise the wartime theory to develop a family-arity with the system.



20 - Continued:

19 - Continued:  
National Command Authorities, Logistics Intelligence File (LIF).



THE UNITED STATES ARMY  
COMMAND AND GENERAL  
STAFF COLLEGE

SUBSISTENCE MANAGEMENT  
AT THE CORPS SUPPORT  
COMMAND MATERIAL MANAGEMENT  
CENTER

A RESEARCH PAPER SUBMITTED TO  
THE FACULTY OF THE DEPARTMENT OF  
LOGISTICS

By

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FORT LEAVENWORTH, KANSAS  
FEBRUARY 1976

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## PREFACE

This paper is written for the uninitiated officer (Major or Captain) who has been assigned as the Chief of the Subsistence Branch at the Corps Support Command Material Management Center (MMC). TOE 54-23H establishes the structure for the Material Management Center and provides the organization for the Subsistence Branch to which this officer will be assigned. There is very little available now in the form of doctrine or procedures that could provide needed guidance. Specific subsistence supply procedures are being developed but should there be an immediate need, there is now a void. Therefore, this paper has been written in an attempt to fill that void by providing some insight into Class I management at the COSCOM.

The procedures outlined are subject to change and will be altered depending upon the local situation and the status of the wholesale supply system from the Inventory Control Point down to the Corps.

## Chapter I

### INTRODUCTION

#### A. Purpose

The purpose of this paper is twofold:

1. To explain the flow of subsistence requisitions and supplies in the corps area.
2. To provide guidance on how Class I should be managed at the Corps Support Command Material Management Center level.

#### B. Background

The recent implementation of the Echelons Above Division (EAD) concept brought about the Corps Support Command (COSCOM) (see Illustration #1). Assigned the task of handling the logistic functions of the corps, the COSCOM is characterized by functionalization for combat service support with an organizational structure tailored to meet mission requirements. The COSCOM consists of a headquarters and a variable size and number of combat service support units depending upon the type of mission and the magnitude of the force to be supported. The building block principle is used to develop the service support units using TOE company or detachment size elements as the blocks.

The COSCOM headquarters has two functional control centers assigned to assist in the control of assigned units. The



Material Management Center and the Movements Control Center (MCC) which are shown in the diagram of the COSCOM at Illustration #1. These centers provide for day to day control of their respective areas of responsibility. The organization of a typical MMC is shown at Illustration #2. Automatic data processing support is provided to these two centers through the services of the ADP Center also assigned to the COSCOM headquarters.

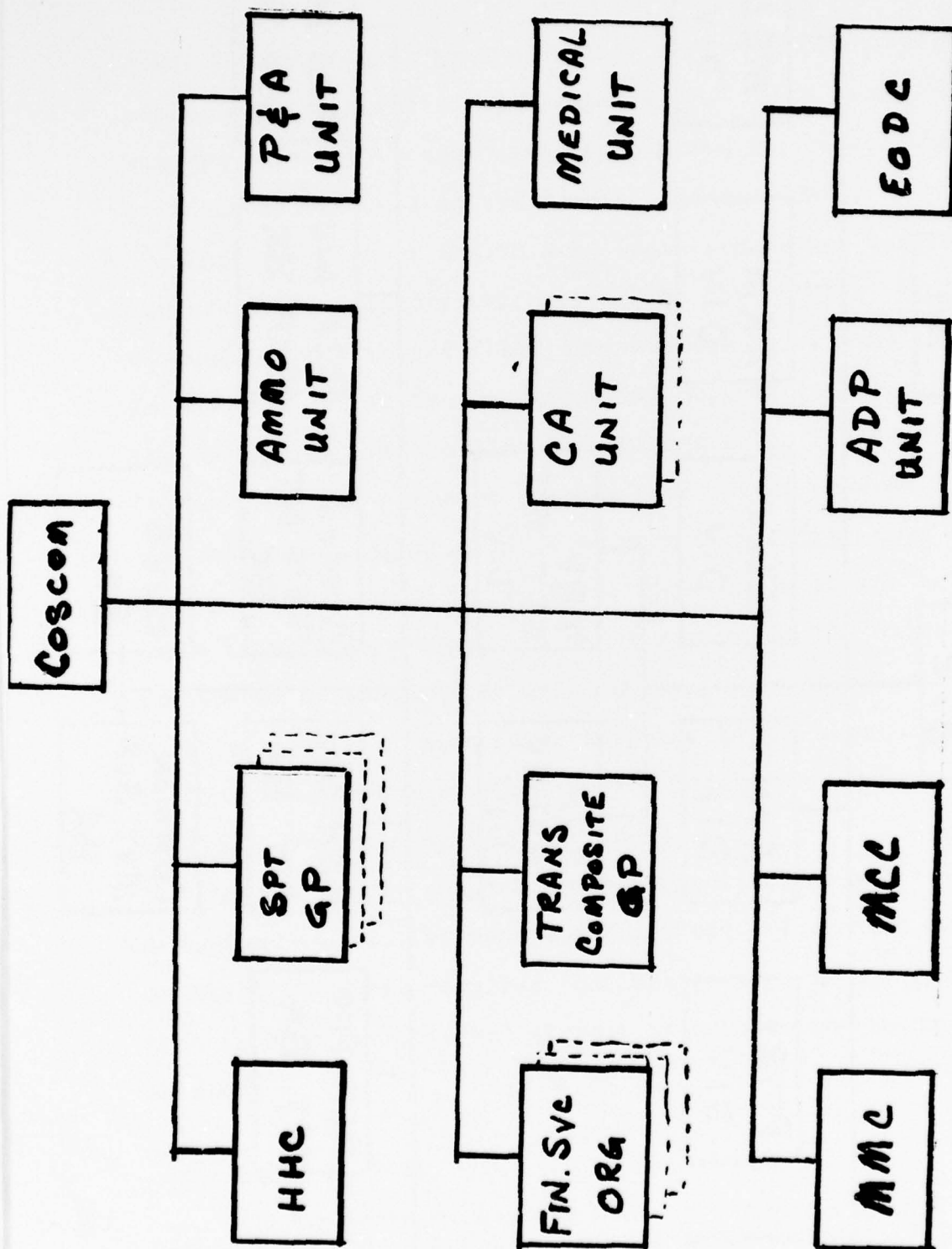
The COSCOM, shown in Illustration #1, is organized to support a corps that includes four divisions. "The organization can be structured to support a larger corps by adding more combat service support organizations."<sup>1</sup> The range of support that can be controlled by this organization includes units adequate to sustain from two to five and two-thirds divisions.

The Echelons Above Divisions concept was subsequently extended (EAD-X) from the corps into the COMMZ. Extending EAD involved the merger of the theater army and the Theater Army Support Command (TASCOM) headquarters, modification of support procedures between CONUS, the COMMZ, and the combat zone, and the elimination of the material command (MATCOM).<sup>2</sup> The extensive field depot system that formerly characterized the COMMZ has been reduced in scope. The Theater Army Area Command (TAACOM) now provides for supply support within the

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<sup>1</sup>U.S. Army Command and General Staff College, Reference Book 54-1, The Corps Support Command, August 1975, p. 2-17.

<sup>2</sup>U.S. Army Command and General Staff College, Reference Book 101-2, Combat Service Support, April 1975, p. 1-2.





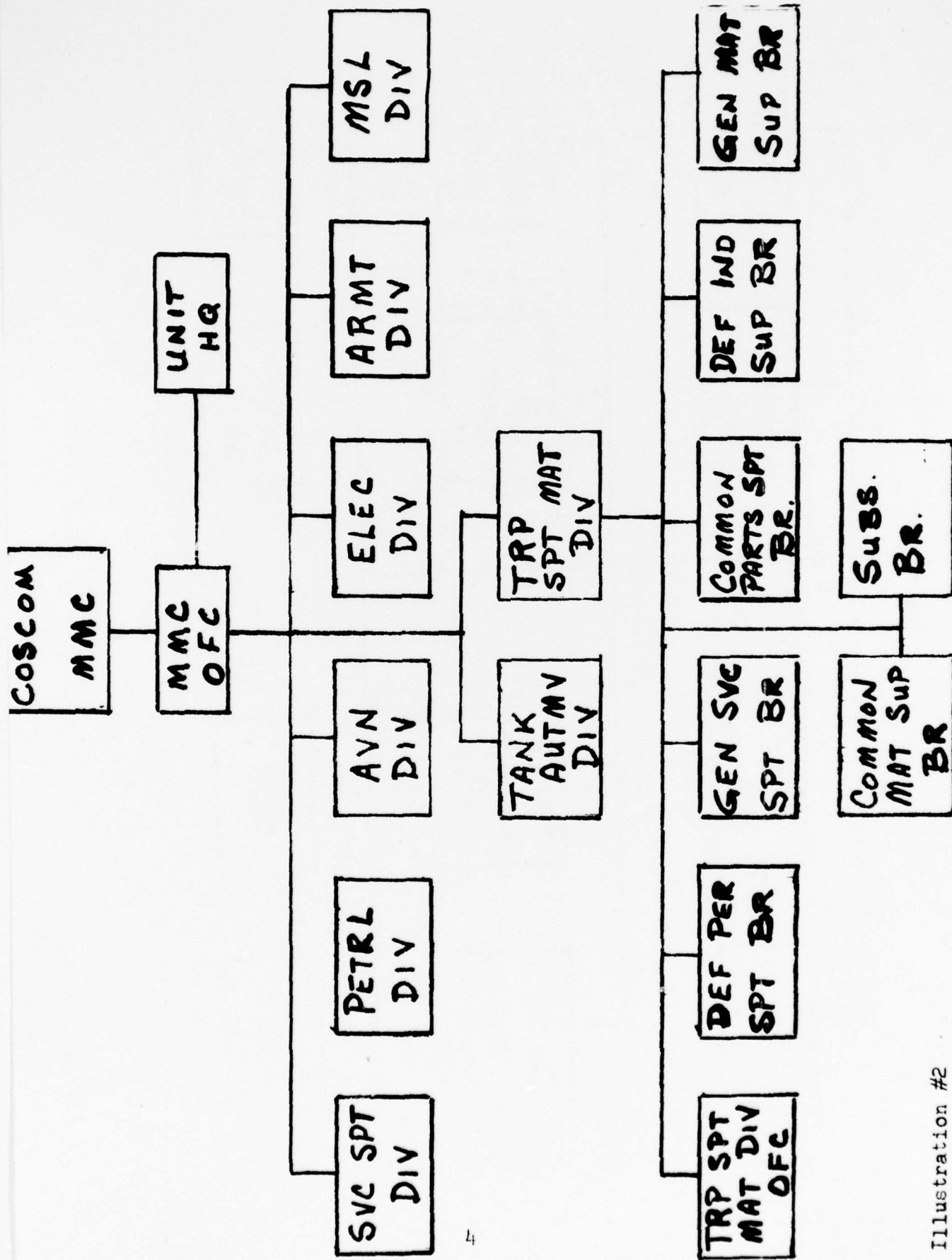


Illustration #2

COMMZ and for backup general combat service support to the combat zone as directed by Theater Army.<sup>3</sup> In summary, these changes served to consolidate, streamline and reduce the number of support personnel in the combat zone and COMMZ.

The commander of the US Army Logistics Center describes our new support theory this way: "The new concept eliminates communication zone and field army support as we have known them in the past and relies on responsive support to the corps from the continental United States....Shipments (to the COMMZ and Combat Zone) must consist of only those items ordered....In a combat corps, there will be no more than thirty days of supply on hand, with two to three days supply in the brigade, three to five days supply in the division and the balance of twenty-two or twenty-five days supply in the corps rear area."<sup>4</sup> These changes will mean fewer supplies in the theater, increased reliance on CONUS depots and more effective management of the supplies available by all concerned.

Our new supply support plans, organizations and equipment demand more effective management methods. Increased mobility on the battlefield requires that managers provide for support that is both flexible and closely attuned to the needs of the soldier.

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<sup>3</sup>Ibid., p. 2-23.

<sup>4</sup>Graham, Erwin M. Jr. Maj Gen., "The Emerging Logistics System." The Army Logistician, September-October 1975, p.5.

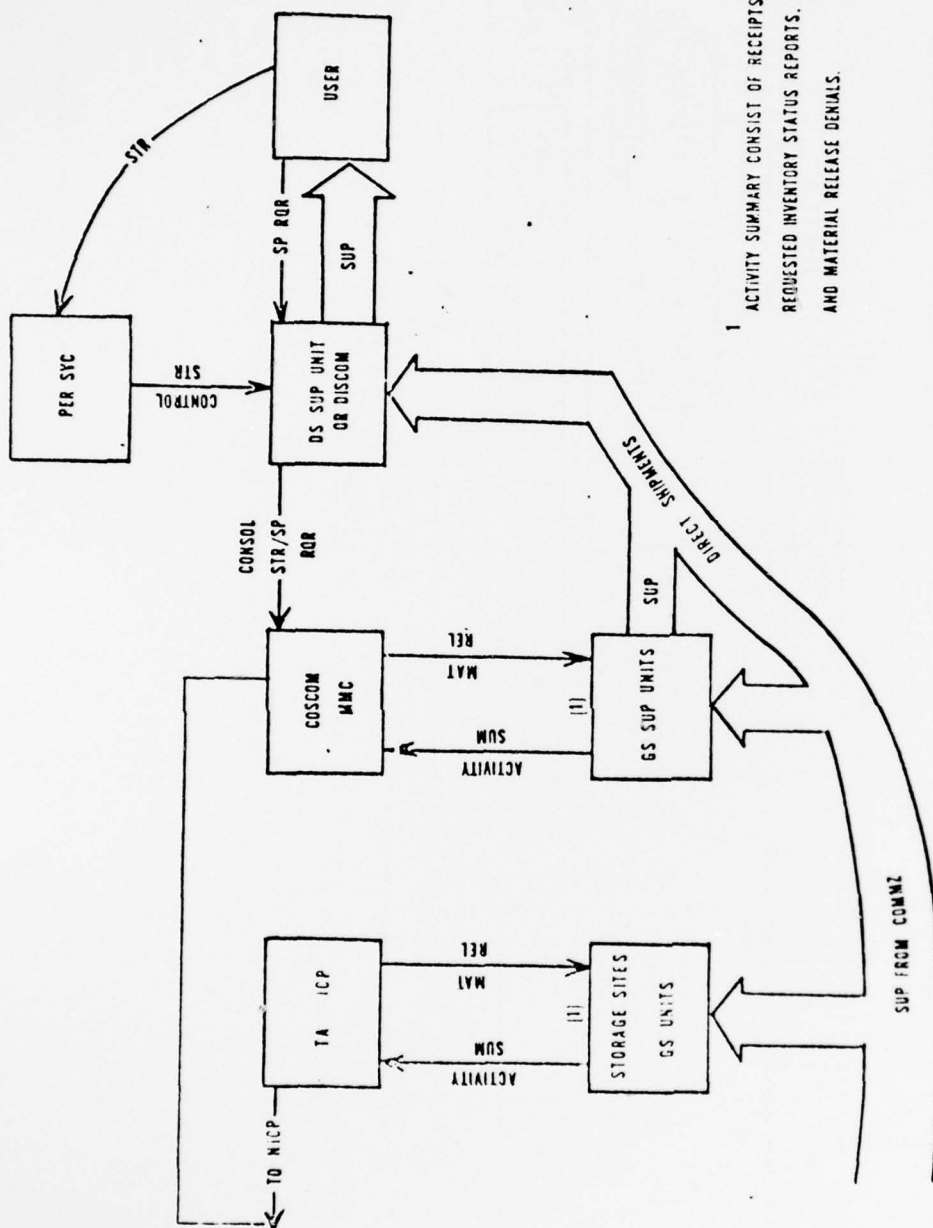
Subsistence support plans are now undergoing change to meet the demands of the new supply support concepts discussed by GEN Graham. The years since WWII have found us growing accustomed to three hot meals each day including the perishable items that add variety and appeal. In the event of an armed conflict, current plans call for our menu variety to be trimmed substantially. The needs of the soldier will be satisfied but the results will be fewer menu items to manage and limited refrigeration requirements.

A recent TRADOC message indicates that units subsisting in the combat zone in the short duration war will do so on "...one hot meal per day (B ration meal). The Meal, Combat, Individual will be consumed for the remaining two meals."<sup>5</sup> The next conflict, predicted to be "come as you are," will provide fewer stockpiling opportunities and require us to manage a smaller level of foodstuffs that have a more universal application. More nonperishable canned items and reduced refrigeration requirements appear to be the most likely changes to our menu practices due to the shortened lead times and the premium on transportation resources.

This introduction and brief overview brings us to a detailed discussion on how subsistence supplies are requisitioned and provided in the combat zone.

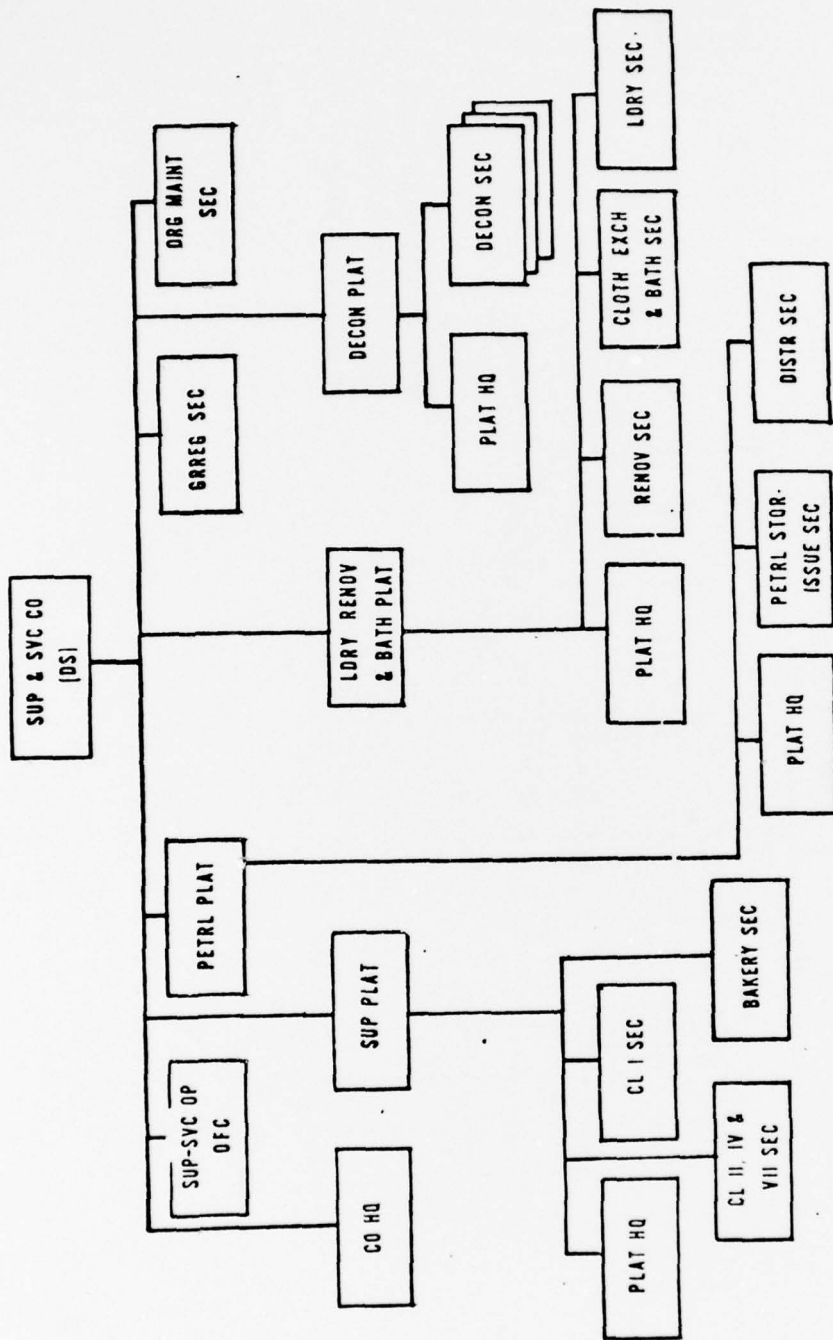
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<sup>5</sup>Training and Doctrine Command, Message, Subject: Unit Dining Facilities Study. Message DTG R171417Z May 75, para 2A.



1 ACTIVITY SUMMARY CONSIST OF RECEIPTS,  
REQUESTED INVENTORY STATUS REPORTS,  
AND MATERIAL RELEASE DENIALS.

Illustration #3



Supply And Service Company, Direct Support.

Illustration #4



Chapter II  
A DESCRIPTION OF THE FLOW OF SUBSISTENCE  
REQUISITIONS AND SUPPLIES IN THE COMBAT ZONE

Prior to the order of the National Command Authorities,<sup>6</sup> subsistence distribution will be handled through the commissary system now in operation. Upon order, the commissaries in the combat zone will cease operation. The stocks remaining at the stores and depots will be assigned to the COSCOM for further distribution by various direct and general support units within the corps area. The subsistence support system, together with the proposed requisition and supply flow, is depicted at Illustration #3. This schematic represents the most likely flow based upon the force structures currently available. Plans now call for this system to be placed in effect with the initiation of hostilities that might occur within the foreseeable future.<sup>7</sup>

We have experienced several recent changes in the subsistence supply system that have made integrating the process shown in Illustration #3 possible:

1. The Worldwide Integrated Management of Subsistence (WIMS) program includes the worldwide management of subsistence

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<sup>6</sup>National Command Authority - The President, the Secretary of Defense, the Joint Chiefs of Staff or their authorized successors and alternatives. AR 310-25 dated June 1972.

<sup>7</sup>Emil E. Kluever, Col., "Combat Service Support Doctrine for EAD-X Concept Implementation" letter from U.S. Army Logistics Center, Fort Lee, VA 1975, p. 3.

stocks. Defense Personnel Support Center, under the command of the Defense Supply Agency, is responsible for this program, and as such this center will respond to the requisitions placed by the corps and will be the single point of contact for resupply requisition/coordination.

2. The emphasis on throughput of supplies and the reduction in the size and number of depots in the theater.

3. Requiring that the supplies be "pulled" forward in response to customer demands. Previously, subsistence was "pushed" by the ICP to the COMMZ depots and then pulled or pushed forward as the situation developed.

4. The Direct Support System (DSS). DSS is a rather recent innovation that provides for the direct shipment of containerized cargo from the CONUS depot to the Europe based US Army customer. For example, this system will permit direct shipment of MCI's to Supply and Transport Battalions in the division area. Standard B ration items may also be shipped in the forty foot containers directly to the GS companies in the corps rear area before unloading. These examples illustrate the emphasis of DSS to ship to the lowest level possible prior to unloading. It should be acknowledged that this aspect, while most attractive during peace time operations, may present some problems during war time. The number of



cargo containers is limited and the long turn around times involved in shipping direct from a port facility to a forward unit may require offloading in a storage site and shipping forward with inter-theater transportation assets.

DSS will permit the COSCOM Class I manager to track shipments from CONUS through a data link with the Logistics Intelligence File (LIF) that provides lift information on a daily basis. The LIF is tied into the Port of Embarkation which feeds lift data to the LIF on a daily basis. In general, DSS will help reduce incountry stockage requirements and permit improved asset visibility.

Illustration #5 represents a blow-up of a portion of Illustration #3. Under the procedure outlined in Illustration #5, the consuming unit requests the type ration (B or MCI) and quantity of meal units required for the dates specified. This request is forwarded to brigade and consolidated by the Forward Supply Section of The Supply and Transportation Battalion. A division level consolidation is prepared by the Division Material Management Center Class I manager who consolidates all division meal requests and forwards them to the COSCOM MMC Subsistence Branch. The COSCOM converts the meal requests to separately stock numbered Material Release Orders and transmits them to the appropriate supporting GS company for issue. Non-divisional units in the division

areas and in the corps rear area will consolidate where possible following their organic battalion and group requisitioning procedures. A ration breakdown point will be necessary to convert the individual NSN's to the meals requested.<sup>8</sup>

The General Supply Company (GS) previously mentioned will be located in the corps rear area accessible to the divisional and non-divisional units being supported. A diagram of a typical company organization is shown at Illustration #6. This unit will receive the MRO from the COSCOM and issue the quantities indicated to the direct support units for further issue to the consuming units.

The requisitioning and distribution system described assumes that the Class I managers at the DISCOM's and the various non-divisional groups and brigades will level their own subsistence stocks where excesses exist. It is expected that the consolidated meal requests from the DISCOM's, groups and brigades to the COSCOM will reflect item deletions where excesses have been identified.

The GS units will coordinate requests for forward movement of replenishment supplies with the COSCOM Class I management office.

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<sup>8</sup>Major Max G. Ulveling, "Subsistence Supply and Management in Theaters of Operation," briefing presented to key staff members of the Troop Support Agency, Logistics Center and the U.S. Army Quartermaster School, Ft. Lee, VA, during 1975, p.11.

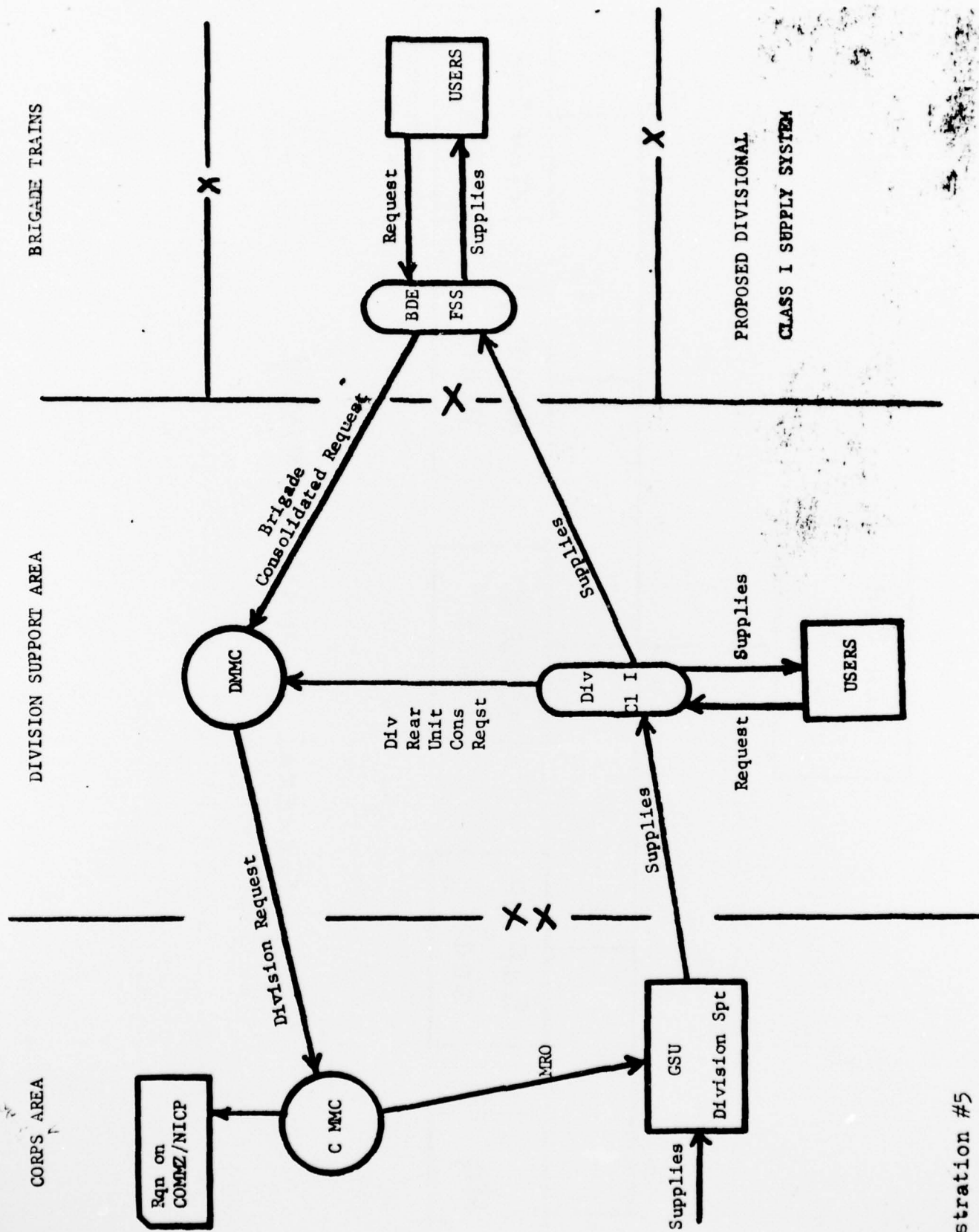
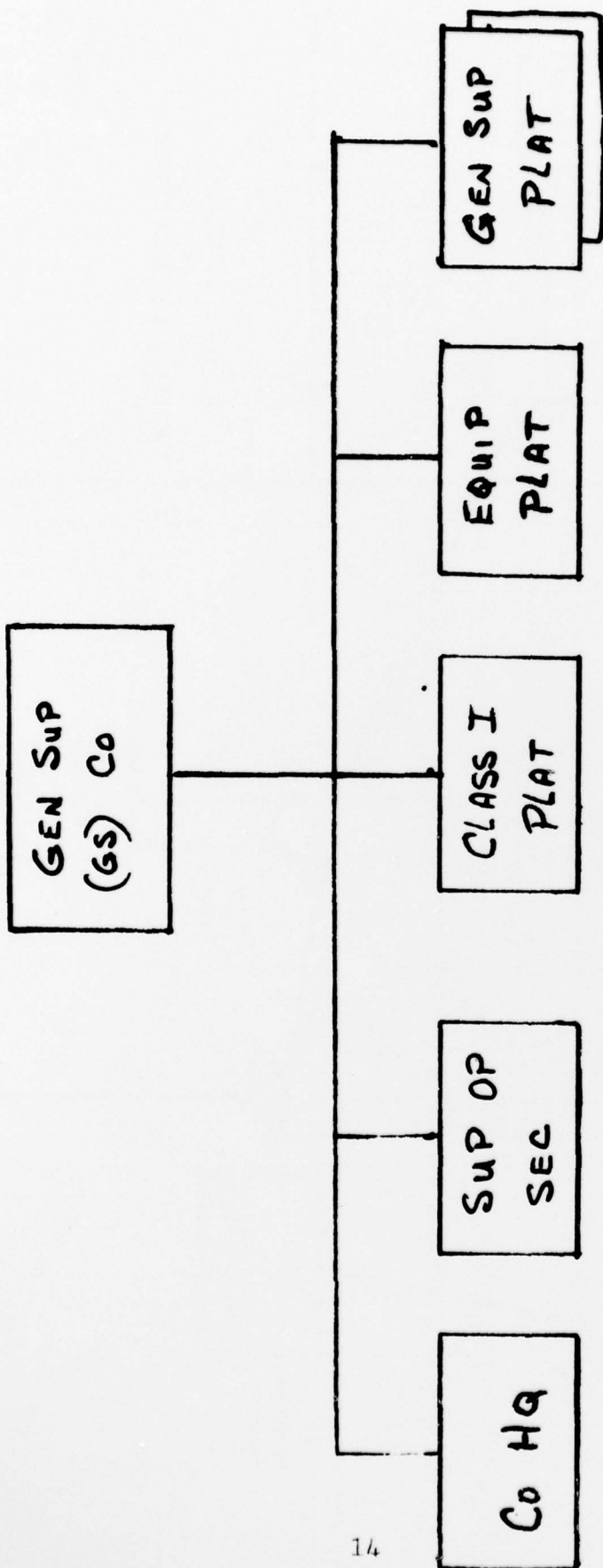


Illustration #5



GENERAL SUPPLY COMPANY

The importance of customer initiated demands driving this system should be stressed. The initial need for a "push package" of stocks is recognized as necessary but the goal for the extended operation is for a pull system that uses corps generated requirements. The rapidly changing nature of the combat situation will alter both the composition of the units to be fed and the unit feeding requirements, a condition that made Class I management under the push system a very difficult process fraught with excesses and shortages. Using unit requisitions, together with reviews and consolidations at brigade and division, should provide the best system for establishing requirements.

The requisitioning process can be verified further through the data provided by the COSCOM Personnel and Administration Unit. Current and projected strength reports down to unit level will provide an excellent media for verifying accuracy and making long range projections.



Chapter III  
HOW THE COSCOM MMC CLASS I MANAGER INSURES THAT  
CONTINUOUS SUPPLY SUPPORT IS TAKING PLACE

The Class I manager at the COSCOM is faced with a myriad of tasks that must be performed effectively if the food is to reach the consuming units as required. Initially, there is the matter of establishing a supply system. This will be accomplished by a "push package" developed and shipped to the combat area by DPSC. The basis for this package will be strength figures provided by Department of the Army and a cyclic menu prepared in contingency planning.<sup>9</sup> Prior to the arrival of the "push package" the troops will be sustained by basic load supplies and any prepositioned contingency stocks available in the area.

Experience data will be developed as the conflict progresses to permit the COSCOM Class I manager to begin forecasting requirements. Current plans indicate that after several initial shipments are developed by DPSC the remaining shipments will be in response to COSCOM generated requisitions. Placing the requisitioning responsibility with the COSCOM will make it vitally important that the COSCOM Class I manager be totally aware of his stock availability, issue capability and requirements.

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<sup>9</sup>AR 30-1, para 3-8.

Stock availability will be developed through shipping reports from the CONUS Logistics Intelligence File, stock status reports prepared by the General Support Units and any in-country intransit information.

Issue capability is determined through status reports from units supporting the distribution mission. Initially this will involve transportation and General Supply Companies (GS) but may expand, depending upon the size and duration of the COSCOM distribution plan and geographical location based upon the density of units to be supported and the combat situation.

To assist in monitoring requirements, maximum emphasis will be placed on consolidating units placing requirements, thereby reducing the number of customer contacts for the COSCOM subsistence manager. Preparation of customer requests and the task of monitoring supply status will be simplified with the reduced variety in menu items by being limited to consumption of the standard B ration and the MCI in the theater.

Monitoring COSCOM requirements for resupply should be aided by the authority for direct contact with DPSC. Rapid responsible communication between these two managers should add considerable depth to the mutual understanding these two



managers need to resolve supply problems.

As previously indicated, constant visibility of items of supply in transit is necessary to effective supply support. Automatic data processing is expected to play an important role in this respect not only in providing count and condition, but location. A significant part of the evaluation process in preparing the ICP requisition can also be accomplished by the ADP programs now being developed.

Once the COSCOM is established, there will be a number of requirements that are best met through local procurement. This capability should be provided for in early planning to provide added flexibility. The local procurement of ice, limited quantities of fresh fruits and vegetables and some labor services will become necessary as the situation develops.

While food is consumed at a fairly uniform rate, we do have a variety of items in the B ration menu and all are not consumed at the same rate due to such factors as personal appeal and availability. Additionally, the B ration and the MCI may not be consumed as planned on a one B ration, two MCI per day basis depending upon a given unit's combat situation. These factors contribute to variations in the consumption of B ration menu items and the MCI which could lead to excesses of specific items unless carefully monitored.

To determine his requirements, the corps subsistence manager should have the authority and capability to develop

visibility of assets under corps control and those located in the TAACOM that are destined for corps. He must also be cognizant of and properly react to the policies, plans, priorities and allocations that the ACoS Material, the COSCOM staff, and the Chief of the Troop Support Material Division provide. Uppermost at all times must be effective supply support to his customers.

The MMC Class I manager is singularly prepared to accomplish his supply mission. Totally dedicated to the subsistence supply function, this manager is authorized direct contact with the CONUS NICP, transportation, GS, DS and DISCOM supply units, the local procurement agency and various other activities to influence the support situation. The staff of four to six personnel authorized by TOE 54-23A together with backup support units and the management tools available should provide adequate support for this critical yet rewarding supply support responsibility.

## Chapter IV

### SUMMARY

It should be evident that with the advent of the new logistics support concept that there will be fewer stocks available to the subsistence manager in the combat zone. New battlefield tactics dictate that he be more flexible and rely upon improved communication, transportation and management techniques to permit more responsive support. These aspects demand that the Class I manager selected at the COSCOM MMC be completely competent.

Competence of the subsistence manager takes on even more importance when it is understood that subsistence supply procedures during peacetime are substantially different from the system planned to be initiated at the outbreak of hostilities. The commissary system must be displaced and a totally different menu adopted and used over an extended period. Therefore, early development of this wartime procedure, publication and training of future managers and operators is essential if the Army expects to deploy a corps size force in the near term that can provide the support.

## Chapter V

### CONCLUSIONS

In preparing this paper it became evident that this was an area about which very little is available in the form of current doctrine, yet an area of vital importance from the first day of an armed conflict. As previously indicated, at the onset of a conflict in Europe, the commissary system that now provides subsistence support to the troops will be dissolved. The COSCOM will assume responsibility for commissaries within its geographical area and be responsible for providing subsistence support to corps units. It seems imperative that some attention be given to developing workable procedures, training personnel and resolving the problems that are raised herein prior to the time that the COSCOM will be employed.

## GLOSSARY

- Field Ration A - The basic field ration which consists of perishables, such as fresh and frozen meats, vegetables, and fruits, and nonperishables such as canned vegetables, dried nuts, dehydrated milk. Used primarily in stable conditions and static phases of military operations when normal cooking and refrigeration facilities are available. The preferred ration. 4500 calories per ration.
- Meal - A nutritionally balanced food unit consisting of approximately one-third of the prescribed daily requirement of A ration. A combination of any three meals would constitute a ration as defined by Army regulations.
- Meal, Combat, Individual - A nutritionally balanced meal, designed for use as the tactical situation dictates, may be consumed as meal units or in multiples of three as a complete ration. Twelve different menus, each meal furnishes approximately one-third of the minimum nutrient intake prescribed by regulations. Replaces the Rations, Combat, Individual (C Ration) used during WWII.
- Meal, Ready-to-Eat, Individual - A meal to be used in the combat zone and under all circumstances where feeding of the heated 6 and 25 man meals is impractical. Will replace the MCI. 1135 calories per meal.
- Operational Ration - A ration prescribed for individuals performing operational duty in time of war or other emergency and composed of nonperishable items.
- Ration - The allowance for food for one person for one day as prescribed by military regulations. Rations are designed for group and/or individual feeding and must be nutritionally adequate.
- Ration Interval - The time between submission of a field ration request and the consumption of food.
- Ration Supplement - A collection of food, beverage, condiment, or comfort items intended to add to the minimum essential or a specific operational food item in terms of nutrition, palatability, and enhancement of morale.



## GLOSSARY (Continued)

Recapitulation of Master Menu issues - A listing of all food items included in the monthly Master Menu which reflects the compilation of the daily and monthly quantities for each item.

Standard B Ration - The field ration which is used for mass feeding in areas where kitchen facilities, with the exception of refrigeration are available. Consists of approximately 100 nonperishable items mainly canned and dehydrated - and is supplied in bulk. A ten-day cycle of menus may be used.

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